

University Appropriation Voted

Reinstatement Agreement Signed with Union

The Pennsylvania Senate Monday passed the University's \$17.7 million appropriation by a vote of 45-2. President Martin Meyerson expressed "appreciation for the cooperation and understanding of the General Assembly and its leadership within both parties, and special recognition of the role played by Senator Thomas Nolan."

Meyerson said, "the Commonwealth is extending a tradition of support which started in Colonial times and has been continuous now for about a century. However, even with this State support and a successful private fund drive, the University faces a \$5-\$6 million deficit next year."

Passage came after the University and Teamsters Local 115 agreed to terms reinstating the former housekeepers and dropping

all charges by both sides before the National Labor Relations Board. The agreement between the University and the Union calls for reemploying the former housekeeping staff except those who have taken early retirement or otherwise voluntarily left the unit; the same five percent wage increase provided other employees; and a provision to make up the difference between the employees' unemployment compensation, which has been paid entirely by the University, and their previous take home pay.

Reinstatement of the housekeepers will take place on or before January 16. Negotiations on a contract between the Union and the University will resume shortly. These talks began in late November after the Union expressed its willingness to recognize the University's financial plight in collective bargaining.

Almanac

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- *Three points of View on Grievance*
- *Committee Reports, 1976-77 (Part II)*
- **INTERNATIONAL FELLOWSHIPS DEADLINE**
- *Shopping on Campus: So You Thought You Had to Go to Center City*
- **OF RECORD: Minimum Wage Increase**
- **OPENINGS • THINGS TO DO**

TRUSTEES: OPEN SESSION DECEMBER 15

The Executive Board of the Trustees will meet in open session on Thursday, December 15 at 2 p.m. in the Club Room of the Faculty Club. Among topics on the preliminary agenda are: reports on Commonwealth appropriations and the labor dispute, resolution on the provisions for phasing out of a school and the continuation of faculty appointments during the period of review of financial performance in the current year.

COUNCIL: DECEMBER 14

The University Council meets on December 14 from 4 to 6 p.m. in the Council Room, Furness Building. In addition to reports from the president, provost and chairman of the Steering Committee, an information report by the chairman of the Educational Planning Committee is scheduled. Discussion of the Bakke brief (*Almanac* October 25) will continue and discussion about a 1974 Council resolution on a graduate education task force will be introduced.

LIFE INCOME TRUST: BISHOP

Jeffrey A. Bishop has been appointed director of life income trusts of The Planned Giving Program at the University, effective January 1978.

In 1973 Mr. Bishop joined the Development Department of the University, and for the last three years he has directed the capital development program for the School of Veterinary Medicine.

Following graduation from the Wharton School in 1969, he was employed by the Comptroller of the Currency as a bank examiner in their international division, and he has worked for the Societe Generale bank in Paris, France.

In his new position, Mr. Bishop will formulate and administer

programs designed to encourage gifts to the University through charitable remainder life income trusts and the University of Pennsylvania's Pooled Income Fund.

NEH BIG FIVE

Budapest, Paris, Rome. The beginning of next summer's itinerary? Not exactly. These grand cities of Europe were chosen by three of the five University professors who won NEH grants for 1978-79.

Our Big Five were among the 173 winners, out of 1,737 competitors, who were awarded grants of up to \$20,000 apiece by the National Endowment for the Humanities.

Lawrence F. Bernstein, professor of music, plans to divide his time between here and Budapest, investigating the stylistic influence on the symphonies of Joseph Haydn.

Frank P. Bowman, professor and graduate chairman of romance languages, will research the figure of Christ in French romanticism. Where better to do it than Paris.

David J. DeLaura, Avalon professor of English and a specialist in Victorian literature, will confront "Glorious Devil: Goethe and the Victorian Temptation of Art." This is to be the topic of his research into the impact of German art theory on 19th century English literature.

Geoffrey G. Harpham, assistant professor of English, is the only junior faculty member in this group. His research, in England, on the literary and cultural ramifications of the grotesque at the beginning of this century, will culminate in a book.

Robert E. A. Palmer, professor and chairman of classical studies, will do just that—study the classic. Ancient Rome, to be exact. Through frescos and excavations in Rome he plans to study the organization of Roman neighborhoods and the city that was at one time the center of the civilized world. His book will be an historic account of his findings.

The Faculty Grievance Commission submitted the following report to Almanac on December 7. The report was originally distributed at the Faculty Senate meeting on November 30. WEOUP submitted a letter on December 7 for the Speaking Out column. Under the Almanac guidelines, we provided a copy of the letter to the Office of the Provost for right of reply in the same issue. Because the Provost wished to make a single response to both the letter and the report, we have published all three documents together. M.A.

Three Points of View on Grievance

GRIEVANCE COMMISSION'S POSITION ON SUSPENSION

The following statement by the members of the Faculty Grievance Commission was distributed at the Faculty Senate meeting on Wednesday, November 30, 1977, in order to better inform the University community on the position of the Commission concerning its current suspension of processing cases. Any questions or comments should be addressed to Sally Green, Chair, Faculty Grievance Commission, c/o Division of Family Study, 4025 Chestnut Street, Philadelphia, Pa. 19104. S.G.

The Faculty Grievance Commission, in the three years since its inception, has become increasingly concerned with problems in the Faculty Grievance Procedure under which it operates. These problems led to the formation of a sub-committee during the Fall of 1976 whose purpose it was to review the Procedure and to propose additions and amendments that the Commission might present to the appropriate University bodies. By the end of Spring, 1977, it had become apparent that the necessary alterations would require fundamental changes in the Procedure if it were to remain viable. Consequently, the Commission determined to continue its review during 1977-78.

In late Spring, 1977 an Inquiry Panel decided, in formal hearings—for the first time in the Commission's history (which had, at that point, processed nine cases)—in favor of the Grievant. In this instance, the Grievant (an assistant professor in the School of Dental Medicine) had charged that actions taken in consideration of her promotion and tenure had been 1) arbitrary and capricious, 2) discriminatory with respect to sex, and 3) not in accord with University regulations. The Panel unanimously found in favor of the Grievant on all three counts, and made specific recommendations for further review and reevaluation.

During the processing of this case, additional problems emerged which were *external* to the actual operation of the Faculty Grievance Procedure. These problems related particularly to the actions of University administrators and other parties following the first grievance inquiry in which a grievance was upheld by the Inquiry Panel. The fairness and integrity of the members of the Commission and Inquiry Panel were questioned; in addition, it was claimed that the Procedure was inequitable. Consequences of these actions were distressing to the Grievant, who has since filed a request for injunctive relief in Federal Court.

Although the Faculty Grievance Commission and the Inquiry Panel communicated their denial of these claims and detailed their refutations to the administrators involved, it became apparent that the charges required a time consuming investigation in order to insure a clear resolution. At that time the Commission agreed that it could not, in good faith, continue to call upon faculty members to devote the amount of time, risk and effort required for the operation of the Procedure. The external review was clearly mandatory.

The Faculty Grievance Commission decided to suspend processing of any further grievances and to devote its attention to its ongoing *internal* review. In addition, the Commission felt that the development of an effective grievance procedure would require a comprehensive review by the Faculty Senate of the *external* problems that emerged during recent inquiry proceedings. Therefore, on August 31, 1977, Sally Green, chair of the Faculty Grievance Commission, wrote to Robert Lucid, chair of the Faculty Senate, requesting that such a review be undertaken. [Almanac September 27, 1977] A Review Board was appointed by the Senate Advisory Committee for this purpose.

The members of the Faculty Grievance Commission hope that such an inquiry will assist in developing a renewed sense of cooperation and trust among the various bodies of the University. For it is only with such cooperation and trust that a new procedure, no matter how well written, can function equitably.

WHOSE PROCESS IS DUE PROCESS ?

In *Almanac* (September 27, 1977) it was reported that the Faculty Grievance Commission has suspended hearing new cases. Sally Green, chairperson of the Commission, stated that this decision was based on problems, many of which arose out of the most recent grievance. She further reported that the Grievant had filed suit in Federal Court.

The members of WEOUP [Women for Equal Opportunity at the University of Pennsylvania] wish to amplify these statements by noting that the Grievant in this case was Dr. Roselyn Eisenberg of the School of Dental Medicine and that the Inquiry Panel that investigated the grievance returned a unanimous verdict in her favor, finding arbitrary and capricious actions, discrimination on the basis of sex, and actions not in compliance with the University's regulations and procedures. Dr. Eisenberg is the first faculty member, during the three years the Grievance Commission has been in operation, to receive a favorable verdict after formal hearings by an inquiry panel. It is curious that this is also the first time during those three years that the Administration has seen fit to question the due process that occurred during the Inquiry Panel's operation. Which leads us to wonder what the Administration regards as due process. Will they, in fact, accept any process that leads to a favorable decision for a grievant?

WEOUP regrets that the failure of the Administration to act on all the recommendations of the Inquiry Panel necessitated the filing of a law suit by Dr. Eisenberg. We fully support Dr. Eisenberg's case because of its importance in establishing the rights of all of the faculty, male and female. It is the feeling of WEOUP that the Faculty Grievance Procedure itself affords no protection for the faculty if the Administration is permitted to circumvent decisions they find distasteful.

WEOUP also regrets that the actions of the Administration following this case compelled the Grievance Commission to suspend operations, and notes that at this time there is *no* mechanism accepted by the faculty available to deal with grievances. A review board has been appointed by the Senate Advisory Committee to analyze the operation of the grievance machinery. This will take some time. Meanwhile, there are cases waiting to be heard. The Affirmative Action Plan of the University requires an effective internal grievance procedure. There is an urgent need for such a procedure. Without it, there is no effective affirmative action. Therefore, we are formally filing a complaint with HEW.

Julia G. Faris, President
Jeanne Jensen, A-1 Vice-President
Adelaide M. Delluva, A-2 Vice-President
Marcia Goldberg, A-3 Vice-President

PROVOST'S RESPONSE

As a matter of policy, I do not in general publicly discuss faculty grievances or the steps taken to resolve them. However, the letter from WEOUP and the statement of the Grievance Commission (which were independently submitted to Almanac) both convey the impression that I did not accept the recommendations of the grievance panel in a recent grievance in the School of Dental Medicine. In fact, I did accept its recommendations for action, and last summer the faculty member and I agreed upon her reappointment in the School of Dental Medicine for an additional year, with research support provided by the University, and we agreed to make our "best efforts" to reach agreement on a procedure for her reconsideration for tenure.

The Grievance Panel had recommended that the reconsideration be conducted by the members of the graduate group in Microbiology, but it did not make a detailed proposal for the conduct of the review; the details were to be worked out. In accordance with the Grievance Panel's recommenda-

COMMITTEE REPORTS, 1976-77

(PART II)

These are the two final year-end Council and University Committee reports. Readers are referred to Committee Reports, 1976-77 (Part I) in Almanac November 15 and to the Community Relations Committee and Educational Planning Committee reports May 24, the Committee on Facilities report May 10 and the Committee on Open Expression report on May 3.

THE COMMITTEE ON RESEARCH

1. Problems of the Research Community

At the beginning of the year, the committee reviewed a list (Appendix A*) of topics or problems affecting the research environment which had been developed by the previous year's committee. Work was taken up on several of these items—either as continuing business or as fresh agenda items—in addition to business which was referred to the committee by the administration.

2. New Charge to the Committee

It became apparent that the charge to the committee, as set forth in the bylaws of the University Council, no longer represented the actual role of the committee, particularly in the area of indirect costs where a much more active posture has been assumed. The committee formulated a new charge for consideration by the Council. Following modifications, the following new charge was adopted by the Council:

The Committee on Research shall be generally concerned with the research activity of the University. It shall have cognizance of all matters of policy relating to research and the general environment for research at the University, including the assignment of those research funds distributed by the University. Its membership shall include persons from the major fields of research. The Vice-Provost for Graduate Studies and Research shall be an *ex officio* member of the committee.

3. Encumbrance Accounting

The lack of encumbrance or commitment accounting at the University was recognized by the previous year's committee as a nuisance to research workers who had to compensate for this deficiency by providing their own duplicate accounting procedures. It recommended the adoption of such a system to the administration. When it was indicated to this year's committee that the adoption of encumbrance accounting could be furthered by a recommendation by the committee for Council action, the committee prepared the following resolution which was adopted by the Council:

The Committee on Research recommends that the University of Pennsylvania adopt a system of encumbrance accounting. It is further recommended that this proposal be given the highest possible priority. Such a system is universally regarded as a basic requirement for good fiscal control of research expenditures. Encumbrance accounting is deemed desirable for all projects but is absolutely essential for large research projects. The absence of encumbrance accounting can lead and has led to the unnecessary expenditure of other funds by units in the University, by forcing these units to provide their own such system of accounting. We recommend that the high priority given to this matter by the Committee on Research be acknowledged by early action by the Comptroller's Office in a plan for implementation of encumbrance accounting. We request that a report on progress in achieving this system be given to this committee in the Fall of 1977 and that every effort be made to put a system into operation by the Fall of 1978.

4. "Sudden Death"

Occasionally a research program is suddenly and unexpectedly cancelled by a sponsor through no fault of the principal investigator or the quality or the direction of the work, but due entirely to matters over which no one at the University has control. (Such sudden and unexpected loss in research support is called "sudden death".) It is the conviction of the Committee on Research that the University shares the responsibility with the PI for the initiation and continuation of the original funded project and should assist the PI through the very difficult period of obtaining replacement funds. A scholar and professional researcher when invited to an institution such as a university to conduct research and to create knowledge in his field of specialty accepts the obligation to dedicate himself to this field and to sustain his productive contributions to the best of his ability. The University's obligation is to provide the physical, intellectual and psychological environments in which this work can prosper. This is a normal unwritten contract between researcher and research institution.

The exigencies of research funding in America add one other element, namely the requirement that a huge portion of the work be funded

tion, and my agreement with the grievant, I and other representatives of the University attempted to work out in cooperation with the grievant and her representatives, the details of a procedure for reconsideration for tenure. Substantial progress had been made toward reaching a mutually satisfactory procedure, when, toward the end of the summer, the grievant issued me an ultimatum. The ultimatum was that unless I immediately accepted all of her demands relating to the reconsideration procedure, she would file suit. When I indicated that I was willing to discuss all of her demands, but did not accept them all at once, she filed suit. I deeply regret that she took this step, since I believe it would have been possible to agree on a procedure for a fair and thorough review of her academic qualifications for tenure if she had been willing to do so. What I did *not* accept in the grievance panel report were some conclusions it reached in regard to some serious charges about the actions and the motivations of some other members of the faculty of the dental school because, under the procedures used in the hearings, the accused individuals did not have the opportunity to hear and refute the testimony against them.

When the grievance procedure was designed several years ago, I believe we all had in mind the image of an aggrieved individual faculty member confronted with a large academic bureaucracy. Therefore the procedure was written so as to insure that the grievant had every opportunity for a full hearing of the grievance. The idea apparently was that the grievance would be against "the University," and so the University would designate a single person to respond to the grievance, and to defend whatever decision had led to the grievance. I don't believe anyone ever contemplated the possibility that a faculty member would be accused, "tried" and "convicted" of serious charges under these procedures, since they do not include the normal procedural rights and safeguards to which accused parties are entitled. I believe that under these circumstances it would be totally unfair and improper to draw any adverse conclusion about the individuals.

Contrary to the implication that I raised this issue only after the panel's decision, Jim Davis had forcefully raised the issue on my behalf with the Grievance Commission and the Senate Advisory Committee in November, 1976, long before the hearings began. The issue had not arisen previously because no grievant in the past had chosen to be assisted by a colleague while denying that right to the accused party; I was not aware that such a situation could occur under the procedures, and I objected from the outset. Although the Senate Advisory Committee and the Grievance Commission declined to change the rules in an ongoing case, a number of members of SAC individually expressed opinions that the procedure was unfair, and I understand that the Grievance Commission is now prepared to recommend a change in these procedures to eliminate this obvious unfairness in future grievances.

Although I questioned the fairness of the procedure and disagreed with some of the panel's conclusions, I did not challenge the integrity of the panel members, and I have written the members of the panel to reassure them of this fact.

The matter of the suspension of the Grievance Commission is also more complex than the statements from the Commission and WEOUP indicate. More than a year ago, the Grievance Commission recognized the need for a review of its operation during its first few years, and for a number of changes in the procedure. It therefore began an internal review last year, which had not been completed when the present grievance arose. Although the request for suspension and an external review came from the Commission itself, the Senate Chairman, Dr. Robert Lucid, believes, as do I, that the review must be broad and general, dealing with the need for procedural and substantive changes to protect the rights of accused parties as well as those of grievants and panel members. There was therefore complete agreement among the Grievance Commission, the Senate leadership and myself that the review was necessary. I understand the urgency of the matter, since there are indeed grievances waiting to be processed, but it is not clear to me what action is recommended by WEOUP. Should the Commission continue to process grievances while the procedures are under review and subject to change? Should we establish an *ad hoc* interim procedure? I believe the proper course is that recommended by the Commission and the Senate, to suspend hearings temporarily until the review is conducted. We should therefore complete the review as quickly as possible so that we may have a fair and effective grievance procedure in full operation again.

I still believe that public discussion of individual faculty grievances is inappropriate, and I do not intend to comment further on specific issues. I feel, however, that it is necessary to make clear that I did accept the panel's recommendation for reappointment and that we did indeed make our best efforts to negotiate an agreement on a fair tenure review procedure.

—Eliot Stellar, Provost

externally. It is generally accepted that the primary task in obtaining such funds necessarily falls upon the research worker rather than the administrative structure of the institution because of the intimate knowledge of proposed programs required to obtain such funds.

In general the research community accepts this added task quite well. Notwithstanding the fact that funding falls legitimately into the University's traditional role of providing the proper environment for research, the research worker, recognizing the importance of his own role in fund seeking, does most or all of what might properly be considered a task of the administration. On the other hand when a project is suddenly and unexpectedly terminated, finding replacement funds immediately is virtually impossible. At this point the University's share in the responsibility for the conduct of research should become evident.

Unfortunately the University has no policy on this matter. Each school, if it cares to, may assist the PI. But since budgets and subventions and deficits involve the central administration, the buck can too easily be passed back and forth between the schools and the University.

PI's with ongoing programs have been crushed by sudden program cessations and demoralized by the lack of assistance from their institution.

For the last two years the Committee on Research in its annual reports to the University Council has discussed this matter. In last year's report a resolution to Council was offered (reproduced as Appendix B*). There has been no formal response.

To the credit of Vice-Provost for Research, Don Langenberg, he has acknowledged the problem by recommending to the academic deans the development of a fund from overhead moneys which, after many years, might somewhat alleviate the situation. Upon study of the proposal, the Committee on Research, while finding it useful, considers the orders of magnitude inadequate for the sudden death problem (see Item 3, Appendix D*).

Specifically what the Committee on Research deems necessary is a willingness by the University to undertake a risk up to the order of \$300,000 to help projects through unexpected hiatuses. Ongoing programs with unexpected interruptions usually will recover the funds spent during such hiatuses. Often the funding interruption is purely of an administrative nature and has little to do with the long term budgeting for the program. Hence it is not an allocation for expenditure of \$300,000 per year that is necessary; what is required is that the University play the role of a banking or lending institution up to a limit of the order of \$300,000.

External research funds amount to about \$60,000,000 per year. \$300,000 is one-half of one percent of that amount. In many years little if any would be borrowed; in any event a significant portion would be recovered. Hence it is expected that only a small fraction of the risk money would largely solve the sudden death problem and thereby eliminate one of the most vexing uncertainties in research life at the University.

5. Patent Policy

At the request of Vice-Provost Langenberg, the patent policy and practice at the University was examined. A subcommittee chaired by Professor Edward Effros found that the current practice results in a very small rate of invention disclosure, an even smaller rate of filing of patent applications and virtually no return to either the inventor or the University. Yet the sheer quantity of research activity at Penn (estimated by the Office of Research Administration to be more than \$70,000,000 per year) undoubtedly results in many inventions which are not pursued. Thus neither the general community benefits by these ideas, nor does the University nor the inventor.

Research Corporation, a nonprofit technology licensing organization used by many universities, includes the University of Pennsylvania as a client. The Committee on Research found Research Corporation totally inadequate in providing the stimulus for invention disclosure, review, evaluation and marketing for the licensing of inventions for which patent applications are filed.

The Committee on Research recommends that our relationship with Research Corporation be terminated and that an exclusive contract be negotiated with University Patents, Inc. (UPI), an organization brought to our attention by Anthony Merritt, director of the Office of Research Administration. UPI has five client universities, three of which have been interviewed by the Committee on Research for references. The responses were uniformly outstanding. We are convinced that UPI would develop a positive attitude on our campus towards invention disclosure, file patent applications at a proper rate and vigorously pursue their licensing.

Details of the interviewing and the references are available upon request.

6. Indirect Costs

The indirect cost subcommittee chaired by Professor Shiv Gupta has satisfied itself as to the nature of and distribution of indirect costs. Appendix C* is a detailed report of the subcommittee. It is evident that of

the \$19,000,000 in indirect costs associated with research contracts (approximately one-third of the sponsored research volume) the largest single item, School and Department Administration, which accounts for approximately one-third of the overhead, is the major area for scrutiny if reductions are to be achieved. It is recommended to next year's committee that this examination be continued.

With an understanding of the nature of the distribution, the next major question pertains to the quality of services received for the overhead charges. This question is referred to next year's committee with particular emphasis, for concern about the quality of services ranked high in the responses to last year's faculty questionnaire.

7. The Research Environment

The subcommittee on the research environment, chaired by Professor Robert Rutman, has prepared a series of resolutions and recommendations which, with the exception of recommendation No. 2, have been accepted by the committee as a whole. The subcommittee report is included as Appendix D*. The resolutions and recommendations include plans for a seminar series on the research environment next year, reject as impractical the Langenberg-Strauss proposal on research salary support and recommend that next year's committee review the status of genetic engineering and DNA recombinant research on campus.

8. Affiliated Laboratories, Centers and Institutes

Large research units at the University differ in their administrative, personnel and fiscal control needs from small activities, as typically represented by a single-professor, single-graduate student grant. A subcommittee chaired by Professor Nicholas Kefalides has begun looking into the research environmental conditions for the larger activity. Appendix E* is a letter request for information sent by the subcommittee to directors of laboratories, institutes and centers. It is recommended to next year's Committee on Research that this matter be pursued.

9. Faculty Grants and Awards

A subcommittee chaired by Professor Robert Palmer announced that applications have been made by faculty members for 54 summer fellowships and 13 grants-in-aid. Awards amounted to 21 summer fellowships and 11 grants-in-aid, comprising \$46,000 in University funds and \$27,000 in NSF funds. The full report is Appendix F.*

10. Membership

The Committee on Research is organized into several distinct subcommittees, each dealing with matters relatively novel to the most faculty members. As a result a certain specialty has to be built up often taking a year before a member's contribution becomes highly significant, which normally occurs in the second year. Subcommittee chairmanship in the third year, therefore, is most efficient. With this in mind the Committee on Research recommends to the Committee on Committees that *those active members of the Committee on Research who are so willing should retain membership on the committee for three years.*

11. Almanac

Articles appeared in the January 18, April 12 and May 10 issues. The subjects were the 1976 Annual Report, a report by the Chairman to the University Council, and Indirect Costs. Copies are appended (Appendices G, H and I*).

12. Closing

As retiring chairman I want to thank each member of this excellent committee, including the student members, for deliberative and stimulating discussions on matters of concern and for vigorous pursuit of solutions to difficult problems and completion of assigned tasks. Because of the strength, interest and goodwill of the members of the committee, it has been a pleasure to undertake its leadership during the past two years. I wish the next chairman, Professor Gupta, the same good fortune; to the next committee I urge a continuation of the sense of concern for the quality of the research environment at Penn, identification of problems which bear upon this matter and suitable action aimed at a steady improvement.

—Bernard D. Steinberg, Chairman

*Appendices to this report are available in the Almanac office.

UNIVERSITY BOOKSTORE COMMITTEE

The Bookstore Committee had a very active and interesting year. It reviewed all aspects of the management of the store, and advised the director in regard to a number of questions that came up during the course of the year. At all times the staff of the bookstore, and its director, were most enthusiastic and cooperative, and it was a pleasure to work with them. The thanks of the chairman go to the other members of the Committee, whose names are appended to this report.

This annual report will first review the financial condition of the bookstore; then it will discuss several of the most important problems met

during the academic year; and finally, it will indicate the problems that we see for the future.

Financial Matters

For the past two years, the bookstore has experienced a small but persistent decline in gross sales. This disturbing problem has been discussed in several meetings of the Committee. After probing the question, the Committee is convinced that the reason for the modest decline does not lie with any fault of the bookstore management, but is due to factors external to the store. For one thing, a survey among the other stores in our retail area shows a similar decline in sales volume. Apparently the students no longer have the discretionary funds, the "loose change," to spend that they once had. This may be due to rapidly rising tuitions and increases in rentals, food, clothing and other living costs due to the continuing inflation. The bookstore is also encountering enhanced competition from other stores in our shopping area: more competing bookstores, drug, stationery, athletic clothing outlets, etc. It is also meeting increased competition from discount book operations.

Despite the sales decline, however, the bookstore succeeded in effectuating a turn-around movement in 1975-1976. After a decade of losses, some more than trivial (e.g. a loss of \$214,882 in 1974-1975), the store recorded a modest profit of \$14,470 in 1975-1976. This grew to much more substantial dimensions in 1976-1977. The store's profit for the current fiscal year was \$109,000. This represents a rate of return on gross sales of 3.02 percent. It may be pointed out that the rate of return would have been over four percent of sales, had the store not been charged for the liquidation of obsolete stock accumulated over the years past. Since this represents the mistakes in merchandising of past management groups, it is rather unfair to penalize the present administration for the errors of others. Therefore, this Committee feels that the four percent figure more accurately and fairly represents the efficiency of the current management of the store. As such, it is a figure in which we can take pride.

The secret of the turnaround noted above lies in the careful measures of expense control exercised by the present management team. Current expenses were reduced and personnel expense was increased by only one percent of net sales. Other costs were similarly controlled and excess inventory was trimmed down as well. Thus, the newly generated profits were the result, not of inflated sales, but of rigorous expense control. Controllable costs were simply brought down faster than sales fell off.

In summary, it is fair to say that the bookstore is now lean and profitable: its personnel and inventory have been pruned, and its other expenses have been held down without significantly impairing the store's quality of service to the University community. Gerald T. Ritchie, the director, and his whole staff are to be complimented for this fine financial record.

Several other major problems occupied the attention of the Committee during the fiscal year, 1976-1977.

New Bookstore

The present building housing the bookstore was deliberately constructed to last five years. Accordingly, it was built on the cheap. This temporary building is now in its ninth year. It is showing the wear and tear. During the past severe winter, the roof leaked on several occasions. Maintenance is a special problem, since many replacement items no longer can be obtained, such as lighting fixtures.

And despite the good efforts of the maintenance and janitorial people, the building definitely imparts a shabby appearance, especially from the outside. This certainly does no good to the image of the University, especially in regard to visitors to the campus, such as parents "on the college prowl."

Accordingly, the Bookstore Committee early in the fall decided to look into the question of a new bookstore. It learned that the University administration had assigned a relatively low position to a new bookstore building on its list of campus improvement priorities. Therefore the committee decided to see whether it could stir up some support for a new building amongst important groups on the campus. Its chairman contacted Dr. Robert Lucid, chairman of the Senate; and he met with the committee at its December meeting. The case for a new bookstore facility was put before Dr. Lucid, and he promised to put the matter before the Steering Committee of the Senate.

In a letter of February 3, 1977, Dr. Lucid reported that the Senate Advisory Committee had decided not to put the question on the agenda of the Senate. He stated that the Senate Advisory Committee was sympathetic with our position, but felt that it was a matter for the administration to decide. However, the Senate, he stated, would enthusiastically support the idea of a new bookstore once it was so initiated.

So, the matter of new housing for the store is in abeyance for the present. It is hoped by the Committee that the patent need for new quarters will not be forgotten, and that it will be taken up once again by future Bookstore Committees.

Abolition of the Faculty Discount

At its meeting on March 8, 1977, the Committee unanimously voted to abolish the 10 percent faculty discount on text and trade books. The Committee felt that the bookstore secured very little additional business from the faculty because of this discount, and it had some evidence that other segments of the University community deemed the discount to be somewhat unfair and discretionary.

With the money saved by abolishing the discount, the bookstore management proposed to continue the policy of having special promotions on certain classes of goods, and/or to certain groups on the campus. Mr. Ritchie said that the Christmas party at which the faculty obtained special discounts for one day was a huge success. Also successful were events such as 20 percent off on a certain category of books, and the like.

The Committee recommended that more of these special promotional events be held in the future, since they were highly advertisable, stimulated people to shop at the store, had a favorable effect on store volume in general, and garnered good will for the store.

Reviving the Data Processing System

The NRC computerized cash and accounting system was installed five years ago. Due to difficulties with the computer program, and the ticketing system, the NRC installation had not worked well, and had been discontinued two years ago (although the cash registers continued to be used).

The committee recommended that this system be put back into operation as soon as possible. At the same time, it recommended that store management explore the feasibility of acquiring a mini-computer so that the store could do its own accounting and control work.

As of the present moment, this project is on its way: a program has been developed, and there is a good probability that a mini-computer will be acquired.

The Committee feels that the store needs an efficient accounting system of its own, one capable of delivering up-to-the-minute data on sales, expenses, and the status of the inventory. It is hoped that later the store may be accorded control over ordering, payments, inventory, etc. Such a system should greatly enhance administrative efficiency of the store.

Store Expansion

The Committee was pleased to hear, at its last meeting, of plans to take over the property adjacent to the store on 38th Street (a record shop). The owner of the record store plans to set up an operation in our store on a concession basis, and we shall move our entire textbook department into the former record store area. This should yield two benefits for the store: (a) give it a good record facility, which it needs, (b) yield sufficient space to house the textbooks. The space saved by moving the text operation will in part be devoted to expanding the trade books. A larger variety of trade books should greatly enhance the attractiveness of the store, especially for the academic and student segments of our University.

We shall give up the SportSpot in the 1920 Commons. The stock, mainly of clothing and athletic goods, will be moved to the main store. This is a desirable move as this branch has occasioned serious security problems during its separate existence.

Problems for the Future

A. **Increased Competition.** The rise of a number of discount stores in our area continues to pose problems. For example, the Encore Bookstore offers hard cover books, mainly, at deep discounts. It is no threat for our paperbacks, but it may reclude the sales of our hard cover items, chiefly trade books. In reaction, our trade book department has offered an outstanding best seller book from the New York Times list each week at a deep discount. One of the latest, *Roots*, at about a 40 percent discount, did extremely well. But, being competitive with surrounding discount houses costs margin and money!

B. **Declining Student Discretionary Income.** The cost of education is now so high, that students appear no longer to possess the "loose change" that they had a decade or so ago. Consequently, our bookstore is certain to feel this stringency. It may get more, rather than less, acute within the next several years. As a result, we may well have reached a plateau in our sales curve. This, in turn, dictates careful cost control and measured optimism.

C. **Merchandise Mix.** There is a common misunderstanding within the University community in regard to the Bookstore's mix of merchandise. Criticisms have been heard for some time that the store would stock only books and should not be a "department store". Critics say that we should not carry gift items, computers, typewriters, clothing, athletic equipment, etc.

There are two major reasons why just about every college bookstore carries items other than books and perhaps stationery. First, they better

serve the University community when they stock items commonly needed by students and others. Some of the items would not be available in the shopping area adjacent to the college, e.g. in West Philadelphia. Then, our people would be obliged to travel into center city for such goods. Other items may be available within our precincts, but it would be inconvenient to go from store to store for them; our store has them all under one roof. Moreover, the fact that we carry competitive items gives the buyer another opportunity to compare prices, and it enhances the force of price competition in this area.

The second reason is even more compelling. There is no profit in retailing textbooks; publisher margins are so short that nearly every bookstore carries textbooks at a loss. Nor are trade books much more profitable: we are lucky to break even on trade books due to the relatively small margins and large mark-downs. Moreover, if a store is to stock thousands of titles, its turnover is low, and it must tie up vast amounts of capital in its inventory. Therefore, the only way to keep a bookstore profitable, or at least to cover its costs, is to carry other categories of merchandise needed by the customers and on which the store enjoys a better mark-up. Were we to run a "pure" bookstore, the University would have to underwrite quite large losses on store operations each fiscal year.

D. Encouragement for our Management Team. The Committee believes that the bookstore now has an excellent management group, ably headed by Mr. Ritchie. It strongly urges that his team be encouraged to continue its effective program of cost control and store improvement. A good *esprit-de-corp* depends on recognition by higher authority of achievement.

Therefore, the Committee urges that the administration give tangible evidence in way of recognition of its appreciation to the current management team.

—William T. Kelley, Chairman

INTERNATIONAL FELLOWSHIP DEADLINE

Program	Deadline
<i>Government of Brazil</i> B.A. required Fields unrestricted	12/31/77
<i>Gorceix Foundation, Brazil</i> Graduate Geology, mining, metallurgy	12/31/77
<i>Kosciuszko Foundation</i> Junior year or summer session in Poland, must have Polish background	1/15/78
<i>German Academic Exchange Service</i> Stipend and tuition at Goethe Institute for summer language courses	1/31/78
<i>Educational Exchange Service</i> Permanent Conference of Ministers of Education in Federal Republic of Germany (Teaching Assistant in German Secondary Schools)	2/1/78
<i>Rotary International</i> Graduate and undergraduate Fields unrestricted	3/15/78
<i>International Vacation Courses</i> German Language and Literature (summer)	3/31/78
<i>Government of Republic of China</i> Graduate/undergraduate Study of language and culture. Chinese required	3/31/78
<i>Government of Finland Scholarships</i> Graduate study Finnish language and national studies	4/1/78
<i>Government of Spain</i> B.A. and Spanish required Fields unrestricted	6/78
<i>Government of Colombia, Ministry of Education</i>	(not set)

Additional information on program specification and application details is available from the International Programs Office, 133 Bennett Hall/D1, Ext. 4661.

—Jitka Raidl



So You Thought You Had to Go to Center City

THE UNIVERSITY MUSEUM SHOP

Everything in the world is not here, but everything here is from all over the world. Chinese block prints, Tapa wall hangings from Fiji, Goauache paintings on cloth from India and art from Egypt, Siam and our Northwest Coast American Indians. No matter where it's from, it's all handcrafted.

Several items are new this year. The Taos Pueblo drums, for instance, which took two years to get. Made from cotton wood and hide, they're displayed in a case wholly devoted to unusual musical instruments.

Delicate thorn carvings came from Nigeria. Detail is so refined that the carving of a woman who has dropped her pitcher includes a small tear on her cheek.

Vivid appliqués from Egypt brightens any wall. Handpainted wooden fish, owls, masks and puppets from Java and Bali are colorfully different. So is the yarn art from the Huichol Indians, cheerfully psychedelic, springing from their religious use of peyote.

Handpainted clay birds from Tikal would serve equally well as Christmas tree ornaments, on a chain, a mobile or anything you'd like to "hang one on." And there are at least 20 different birds to choose from.

If you want to give something special to someone special, consider an exquisite silver and turquoise necklace from Mexico (\$385), a luxurious throw rug from Tibet (\$385) or a woven wall hanging (\$475), depicting a village scene in rich muted colors, by the internationally famous Peruvian artist, Santiago Paucar.

But don't despair, all you who are overworked and underpaid. There's much to be bought in the \$5.00 to \$20.00 range.

PYRAMID SHOP

Books, games, treasures, toys—so says a sign in the University Museum enticing you to the Pyramid Shop. It's also called a place for children from 6 to 60. All true.

Most things are less than \$3.00: many, for less than \$1.00. For a "mere \$1.50" says the sign, you can buy a print from Nepal. Yes, in the true Museum tradition, merchandise is from around the world. Shiny little banana leaf animals from Kenya, woven bags from Greece, flutes from India and twirlers (something like tops that whirl down skinny sticks) from Mexico. From the Cherokees, rabbit skins and boomerangs, saving a trip to Australia if this weapon is the gift you have to give.

Straw piggy banks to amass a fortune and posters to be colored when giving vent to bursting artistic expression. Pencils come in form of brooms, whistles as tomahawks. Everything from the book, *Metric Can Be Fun*, to an abacus (with instructions). And for another 15¢, a pair of chopsticks.

For fun and games, amusement and fascination; for the child in your life, for the child in you, the Pyramid Shop.

WOMEN'S CULTURAL TRUST

It's all handcrafted, it's all original design—it's "women's work," creative efforts familiar to women throughout the ages, throughout the cultures of the world. Now their pottery goes

beyond their kitchens and their weaving graces the backs of strangers.

In addition to the usual pottery items here, there are honey jars, cheese shakers, muffin tins and windchimes. Handwoven pieces range from shawls and tops to bags, pillows and afghans.

And new this year is batik. Much of it in clothing (T-shirts, dresses, scarves and vests), but also tote bags, hoops for the wall and soft sculptures.

Also new this year are handmade parchment books, covered with fabric—small tomes for addresses, records, notes or nonsense.

There's a print bin to explore and a good selection of note paper, posters and Christmas cards. Macrame items are predominately wall hangings, belts and necklaces.

Revamped and expanded this year, the Women's Cultural Trust in the Christian Association building offers a good choice of stock, well displayed so that the variety is soon apparent. Selections range from sculpture to puppets, from embroidered pillows to mobiles, from candlesticks to jewelry.

HOUSTON HALL

The basement of Houston Hall may not be the first place that comes to mind when thinking of Christmas shopping, but it warrants attention. Tucked away in a tiny room are an array of munchies, soft drinks and a variety of cheeses and plants—about a dozen former, about two dozen of the latter, including poinsettias. Hanging on the wall, waiting to be bought and appreciated, are cheese boards, complete with knives, and wreaths made from straw and decorated with calico trimming.

And for the sweet tooth—or salty tooth?—is the candy and nut place, the snack haven's closest neighbor. Evidence of the season upon us is found among the candy Santas, red or green bells and wreaths and, of course, candy canes.

If you can't think of any other gift to give, you might drop in at the travel agency to buy a trip to the Orient.

SPORTSPOT

Mickey Mouse has come to Pennsylvania. Minnie, too. Together their comic countenances brighten Penn T-shirts for children. Sportspot, located in the University Bookstore, is heavily into children's T-shirts this year. Minnie and Mickey in extra small (size 2) bear some testament to this.

Here is one of the places to buy something with Penn on it for people back home. Jackets, sweatshirts, T-shirts (Wharton, too), even rubber pants for babies. Pennants made from such good wool they last forever, tote bags with campus maps on them and, if you want to let your singers do your gifting, you can create Pennsylvania's seal in either needlepoint or crewel.

For the sport there are Adidas sneakers, acrylic and polyester running suits, backpacks and some sports equipment, mostly of the racquet variety, along with the appropriate balls to hit with the racquet you buy.

You can do your own Isadora Duncan routine with a six-foot scarf, all wool in beautiful color combinations. Some have matching caps. Or join Snoopy in flight fantasies: become an instant flying ace with a flight jacket.

Women's fashions are a flourishing oasis in this athletic haven. Organically Grown wool sweaters, corduroy slacks, denim skirts and French cut T-shirts are among the choices.

If you didn't get your Bicen T-shirt last year, you still can. Here. Guess what else? A tote bag to match.

THE UNIVERSITY BOOKSTORE

"To align ourselves with truth of the cosmos..." can be given considerable help with the *I Ching* calendar for 1978 The Year of the Horse. This is one of the dozens of calendars on sale at the University Bookstore. Whatever your interest—gardens, photography, cats, art, diet, dance, tall ships, archeology, African Liberation—you can find a calendar to match it.

In the middle of the Assundries are three rows of tables, set up especially for the season, appropriately covered with red or green cloths or ones of red and green, with berries and holly designs.

One of these rows of tables is filled with calendars. Another one highlights books, with large selections for cooking and children (not to be confused with cooking children ala W.C. Fields). A few fuzzy animals snuggle among the books. One endearingly clumsy-looking camel—grey with a gaily colored woven saddle—rises above it all. The last, or the first, features fancy and Christmas candy, fruitcakes—boxes of miniature ones, old fashioned tins of individually wrapped slices and an open box of slices for 25¢—cheeses and gumball machine coin banks.

Lots of new items are waiting for you in "Gifts." Silk screened



art on fabric is stretched over frames. Thick wicker frames are available in various geometric forms. There's a new line of 14-carat gold jewelry, stuffed animals, scarves and an incredible variety of baskets. To help someone pass the time in fascination, buy a "silent kinetic display"—an hourglass fashioned from two vertical cylindrical tubes in which the sand runs UP! Yes, up.

Also guaranteed to fascinate, even if tinged with horror, are *real* representatives of the animal kingdom, encased in plexiglass domes. A hermit crab emerging from his shell, a stalking scorpion, a furry tarantula or the head and upper neck of a western rattler, with the mouth wide open, are yours for the asking—er, for the buying.



Stationery, games (including backgammon), all sorts of cooking aids, knick knacks, machines and grinders, non-drip candles, particularly attractive or exotic stocking stuffers from India, China, Russia, Mexico, and on and on and on. There's much to choose from; too much to talk about. Go see for yourself.

As usual the bookstore houses a terrific selection of books. Whether you want a classic, a best seller, something hot off the presses or a literary work of art to enhance the coffee table of someone for whom "you care enough," chances are you can find what you want here.



A new book with soft, warm, delicate illustrations is *The Country Diary of an Edwardian Lady*. Originally written as "nature notes" in 1906, the book sat on a shelf in an English country house for 80 years before it was discovered. It's author, and illustrator, met her demise in the Thames. She tumbled in one day while picking buds.

For the practical person in your life, there are always binders...envelopes...ink and ribbons....

OF RECORD



MINIMUM WAGE INCREASE

The following bulletin was sent to deans, directors, department heads and business administrators on December 8.

On November 1, 1977, President Carter signed into the Fair Labor Standards Amendment of 1977, changing the federal minimum wage of \$2.30 per hour to \$2.65 per hour, effective January 1, 1978. The Commonwealth of Pennsylvania's minimum wage provisions coincide with the change in the federal minimum wage.

The new hourly rate for January 1, 1978 should be shown on the Personnel Action Form as effective January 2, 1978, for all employees who are presently paid less than \$2.65. Under no circumstances can employees be permitted to work at less than the federal minimum wage of \$2.65 per hour after January 1, 1978. Time Report Forms reflecting the new minimum wage should be submitted until the turnaround Personnel Action Form is received by the department.

Please direct any questions you might have to Ms. Odessa McClain, Compensation Administrator, on Ext. 7752.

—Gerald L. Robinson,
Executive Director of Personnel Relations

OPENINGS

The following listings were condensed from the Personnel Office Bulletin of December 8. Dates in parentheses refer to the Almanac issue in which a complete job description appeared. The full description is made available weekly via bulletin boards. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially. The University of Pennsylvania is an equal opportunity employer. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). An asterisk (*) before a job title indicates that the department is considering promoting from within.

ADMINISTRATIVE/PROFESSIONAL

ASSISTANT TO SECRETARY OF THE CORPORATION (12-6-77).
EDITOR (10-4-77).

FISCAL COORDINATOR (12-6-77).

JUNIOR RESEARCH SPECIALIST (two positions) (12-6-77).

*MECHANICAL ENGINEER II performs analysis and overall design, computer simulation, detail design, conduct of experiments, data deduction and analysis of power and heat systems and components. B.S. degree, at least three years' experience. \$13,250-\$18,575.

OFFICE MANAGER (12-6-77).

*REPAIRS AND UTILITIES FOREMAN supervises 18 people, responsible for the maintenance and operation of electrical substations, emergency generators and underground power systems. Completion of qualified electrical apprenticeship, ten years' experience. \$13,575-\$17,350.

RESEARCH SPECIALIST I (two positions) (12-6-77).

RESEARCH SPECIALIST II (12-6-77).

RESEARCH SPECIALIST III maintains, operates and repairs the mass spectrometers and associated instruments. Degree in electronics, physics, chemistry or equivalent training with several years' experience in mass spectroscopy. \$13,250-\$18,575.

SPACE AUDITOR maintains inventory of information on buildings, rooms and lands; collects and processes changes and additions pertaining to space inventory. Completion of a post-secondary program in architectural drafting. \$9,275-\$13,000.

STAFF NURSE/CLINIC COORDINATOR (12-6-77).

PART-TIME

*OUTREACH COORDINATOR arranges programs, lectures and films for schools which need information and material on non-Western areas of the world, particularly South Asia. Knowledge of above-described information. *Salary to be determined.*

PROGRAMMER ANALYST I involves Fortran, COBOL or PL/I programming; performs elementary statistical analysis. Three to five years' experience. *Salary to be determined.*

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT TO THE CORPORATION SECRETARY (12-6-77).

ADMINISTRATIVE ASSISTANT I organizes and maintains office files, including correspondence, project reports, grant proposals. College education or business school. \$7,150-\$9,150.

CONTRACT ACCOUNTANT (12-6-77).

DENTAL NURSE TECHNICIAN work involves supervising dental study, data collection, record-keeping and coordination of network of school-based program activities. Graduate from accredited dental hygiene or nursing program, experience in supervision and public school system, willing to locate in or near field study site. \$8,625-\$11,050.

*ELECTRONIC TECHNICIAN I constructs electronic circuits and instruments, conducts tests using volt-ohm meter. \$7,650-\$9,800.

PAYROLL CLERK (two positions) performs payroll transactions, operates office machines. High school graduate, two years' accounting experience. \$7,150-\$9,150.

RESEARCH LABORATORY TECHNICIAN II with clerical and technical duties. \$7,650-\$9,800.

RESEARCH LABORATORY TECHNICIAN III (5 positions) (12-6-77). SECRETARY II (three positions) \$6,225-\$7,975.

SECRETARY III (six positions) \$6,700-\$8,575.

SECRETARY, MEDICAL/TECHNICAL (7 positions) \$7,150-\$9,150.

SUPERVISOR, ASSISTANT aids manager in operation of department, responds to inquiries from vendor and/or University departments. High school graduate with accounting experience. \$7,150-\$9,150.

VETERINARY ANESTHESIA TECHNICIAN I administers anesthesia to animals. Certificate of accreditation from a recognized school of anesthesiology; two years' experience. \$8,625-\$11,050.

PART-TIME

DENTAL ASSISTANT II (three positions) (12-6-77).

TEMPORARY LABORATORY ASSISTANT (12-6-77).

THINGS TO DO

LECTURES

Testing Black Students: Implications for IQ Assessments and Affirmative Action is the subject for Dr. William Hull, researcher on the linguistic abilities of black students at Rockefeller University and author of *Culture and Language*, on December 13 at 3:45 p.m. in Room A-36, Education Building.

Dr. Allyn Rickett, professor of Chinese, speaks on *China since Chiang Ching* at the meeting of the Women's Faculty Club, Wednesday, December 14, 11:45 a.m. to 1 p.m. in the Williams Hall West Lounge, 4th floor. (Bring lunch; refreshments provided.)

Robert Sigmond, consultant, Blue Cross Association, discusses *Blue Cross and Hospital Relationships* on December 15, 4:30 p.m. in the auditorium of the Colonial Penn Center.

Genetic Mechanisms in the Development of Emphysema is explored by Dr. Fred Kueppers, Department of Medicine, Temple University, in the 4th floor library, Richards Building on December 20 at 12:30 p.m.

MIXED BAG

Architecture: *Seven Architects*, ICA's new exhibit opens December 16 at the Institute of Contemporary Art galleries and continues through February 2.

Christmas Decorations focus on *Wreaths, Stars and Swags, and Table Trees and Centerpieces* at the Morris Arboretum on two dates: December 17 and 19. Information: CH7-5777.

Marlene Dietrich stars in *The Devil Is A Woman* in the University Museum's Harrison Auditorium on December 18 at 2:30 p.m.

Dried Decorations are the third and final part of the Morris Arboretum's Christmas decoration guidance; December 20, 10 a.m. to 2 p.m. Information: CH7-5777.

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